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BLPH Project

Project Execution Plan

1 MW Fuel Cell Containerized Solution

K559-2254

CW-I-WP4-2022-02

Prepared for:

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1. Introduction

The purpose of this Project Execution Plan is to provide a detailed overview of the project to design, build, deliver, and commission a 1 MW containerized fuel cell solution for CrossWind's BLPH (Baseload Power Hub) Project.

The BLPH project is a demonstrator project that encompasses several new technologies (i.e. a floating solar park, a short-term battery storage, an electrolyzer, a hydrogen storage system and a fuel cell system) that will be integrated with one of the wind turbine generators of an offshore wind farm, located 18.5km off the coast of The Netherlands. The combination of all these technologies is expected to balance the intermittent electricity production of the wind turbine, ensuring a continuous power supply regardless of the wind situation.

The 1 MW containerized fuel cell solution for the BLPH project will consist of hardware, software, and infrastructure components and will enable CrossWind to generate electricity from the onboard stored hydrogen during periods of low or no wind.

The scope of this project includes the design and development of the system, the procurement of all necessary components, the assembly and testing of the system, and the commissioning and handover of the system to CrossWind, as referred to in the contract CW-I-WP4-2022-02.

The project team will be composed of engineers, technicians, and project managers that will work closely together to ensure that the project is delivered on time, within budget, and to the satisfaction of all stakeholders. Effective and efficient communication, good collaboration, and strong decision-making will be critical to the success of the project. Ballard will establish clear lines of communication and decision-making authority throughout the project.

This plan outlines the organizational structure of the project team, including roles and responsibilities, reporting relationships, and communication channels. It also provides a detailed schedule that includes key milestones and deadlines. Additionally, the plan includes details about the project budget. Finally, the plan outlines the quality assurance and risk management strategies for the project and establishes a plan for closing out the project.

2. Project Organization and Communication

The project team will consist of the following individuals and/or roles:

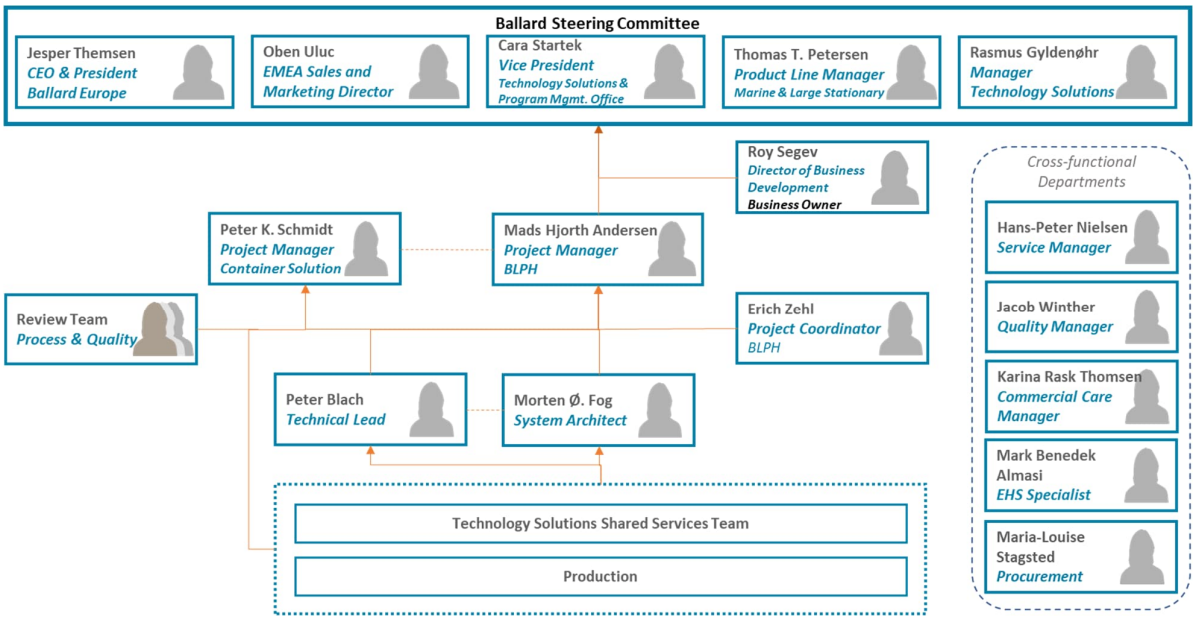


Figure 1. BLPH project organizational chart (Ballard internal).

Each team member has specific roles and responsibilities in the project. The Project Manager of the BLPH Project (henceforth referred to simply as Project Manager) is responsible for overall project management, including project planning, scheduling, budgeting, and reporting. The System Architect is responsible for overseeing the technical aspects of the project, including system design and development. The Technical Lead supports the System Architect and, together with the System Architect, coordinates activities within the Technology Solutions Shared Services Team. The Review Team evaluates and advises on design documentation, processes, methods, etc. The Review Team may have different members depending on the items being reviewed. The Project Manager of the Container Solution (not to be confused with Project Manager of the BLPH Project) coordinates closely with the Project Manager for the BLPH Project and is responsible for the overall project management of Ballard's "standard" container solution for large stationary applications, which serves as the technical basis for the BLPH Project. The Business Owner assists the Project Manager in providing leadership for and managing the team's performance of project activities.

Outside of the core project team, there are cross-functional departments that contribute to the project with their respective fields of expertise as required by the project. The Service Manager oversees and guides all activities related to service, including SLA (Service-level Agreement) creation and implementation. The Quality Manager is responsible for ensuring that the project meets all quality standards and requirements. The Commercial Care Manager is responsible for controlling project finances and deliverables. The EHS Specialist oversees the implementation of Ballard's safety policies and regulations. The Procurement Representative supports all purchasing activities and ensures the security of supply and quality of the product.

In addition to the project team, we will establish an internal Steering Committee composed of key managers. The Steering Committee will provide oversight and guidance throughout the project and will be responsible for making key decisions related to scope, budget, and schedule. The Project Manager will report regularly to the Steering Committee on project status, risks, and issues.

Effective communication is critical to the success of the project, therefore it is essential to ensure that project information is communicated to the relevant stakeholders in a timely and effective manner. To this purpose, the project team will meet regularly to review progress, discuss issues, and make decisions. The team will communicate primarily through internal weekly meetings and daily status updates, as well as through email, telephone, video calls and instant messaging. All team members are expected to communicate clearly and promptly, and to escalate any issues or concerns to the appropriate party as needed.

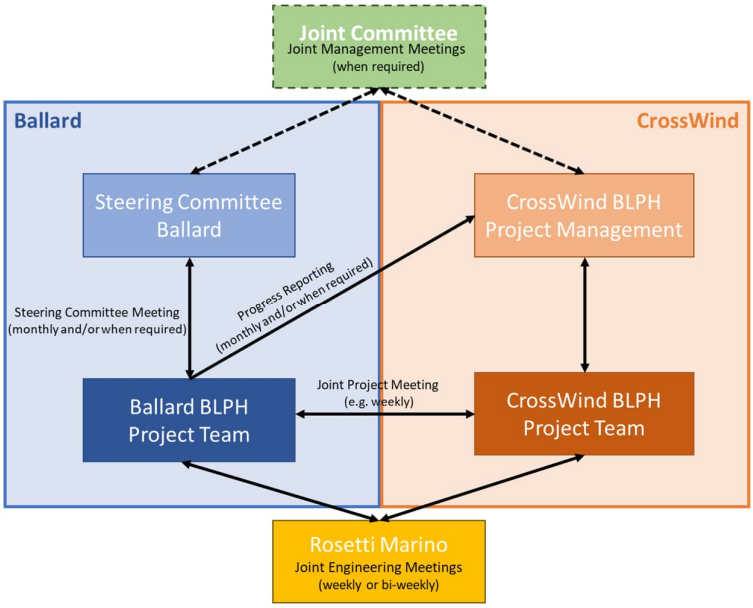


Figure 2. Communication diagram between Ballard, CrossWind and Rosetti Marino for the BLPH Project.

Communication with CrossWind will primarily take place through joint project meetings, for example in the form of technical regular meetings (weekly or bi-weekly), as well as through email, telephone, video calls and instant messaging, as needed. In addition, tripartite regular technical meetings (weekly or bi-weekly) between Rosetti Marino (Platform Integrator), CrossWind and Ballard will take place, organized and led by Rosetti Marino. Furthermore, the Project Manager will report monthly (and/or when required) to the CrossWind BLPH Project Management on project status, risks, and issues.

In case an issue with a potentially significant impact on the project arises and it is deemed that a further escalation step is needed to address the issue, a joint management meeting will be organized to discuss the matter. This process ensures that all stakeholders are adequately informed and have the opportunity to provide input and feedback before any decisions are made.

The Project Manager will be responsible for ensuring effective and timely communication throughout the project. If the Project Manager believes that adjustments to the project

organization and/or communication methods would improve communication, he or she may make those adjustments with prior approval of the Steering Committee, and in agreement with CrossWind, if applicable. This ensures that the Project Manager has the flexibility to adapt to the changing needs of the project.

General communication and updates regarding scheduling and technical updates from external suppliers to the CrossWind project is very much appreciated. Ballard is expecting updates from Shell/CrossWind if any significant changes which will have an impact on Ballard delivery and timing or if the external suppliers expect that there will be an impact. It is expected that those changes will be communicated in such time that Ballard is able to react appropriately to the changes if needed.

3. Project Schedule

The project schedule outlines the timeline for all project activities, including design, procurement, development, testing, commissioning, and handover. The schedule takes into account resource availability, critical paths, and potential risks and delays. The project will be executed in three phases, as outlined below:

Phase 1: Initial Delivery of Engineering Data / Project Initiation and Planning

During this phase, the project team will deliver engineering data (as per the SDRL) to enable the integration of the fuel cell system into the overall Topsides Design of the BLPH, develop a detailed project plan, carry out a marinization gap analysis, attend design reviews if needed, and update the technical specifications.

Phase 2: Container Solution Build, Installation and Commissioning

During this phase, the project team will conclude the development of the system and freeze the design, followed by the procurement, fabrication, construction, testing, shipping, erection, installation, and commissioning of the equipment, concluding with the handover of the container solution to CrossWind. The team will also provide further engineering data (as per the SDRL) and provide the final documentation.

This Phase is further divided into two parts; Part 1 includes System Build-Up and Testing, Part 2 includes Shipping, Installation & Commissioning.

Phase 3: Demonstration Period Support (not detailed in this Project Execution Plan)

During this phase, the project team will support the demonstration period of the BLPH Topsides by providing maintenance services of the system.

The project schedule will be updated regularly throughout the project to reflect progress and any changes in scope or timelines. The Project Manager will communicate any schedule changes internally to the project team and Steering Committee, as well as externally to the customer, as required.

Shown below is the baseline/original schedule at effective date (start of contract), considering the original set of key dates as discussed at the Kick-off meeting for Phase 1. The schedule can also be found in the separate file *BLPH-Ballard-Fuel-Cell_Proposed-Baseline_Rev001.pdf*.

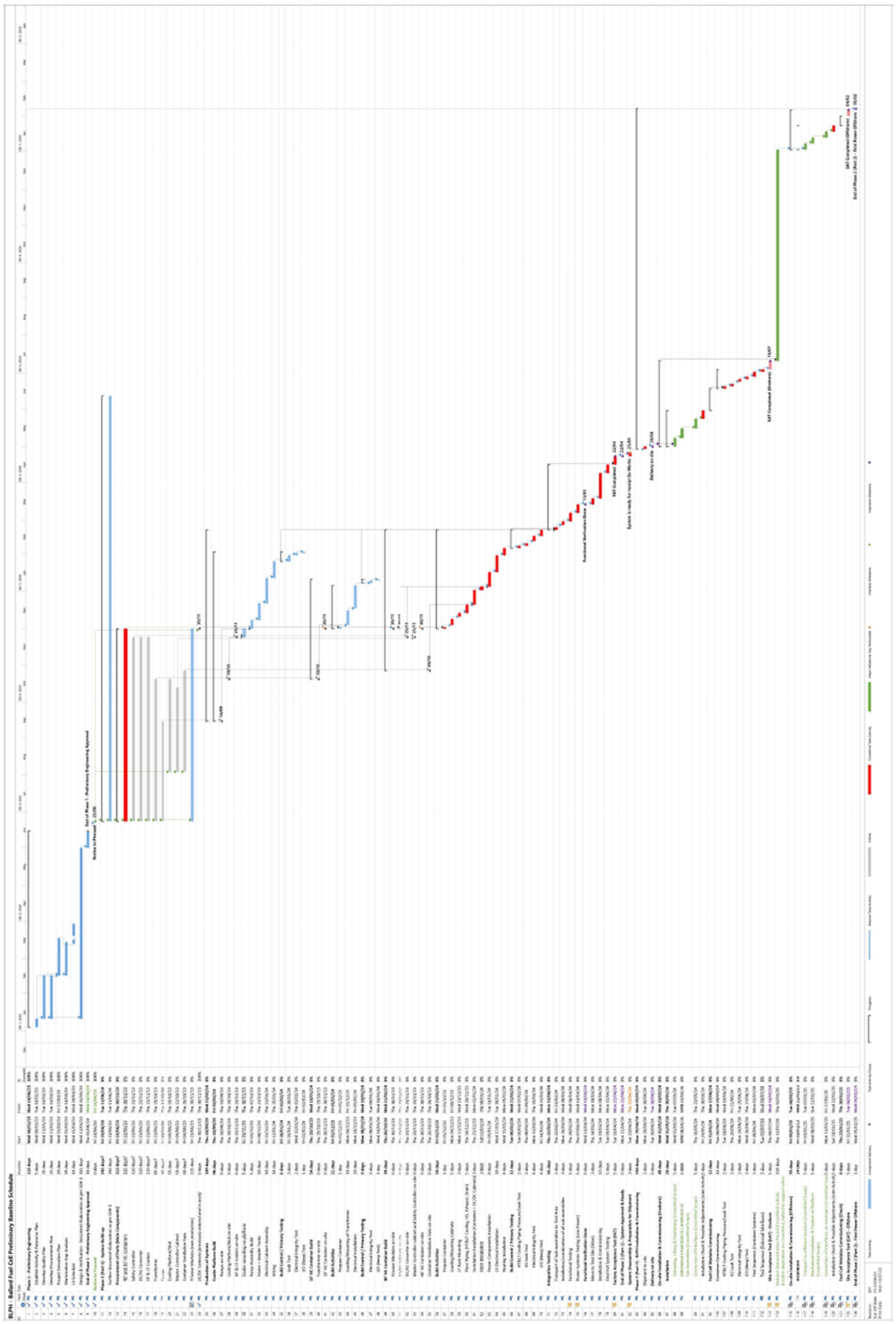


Figure 3. Baseline/original project schedule at effective date.

Assumptions and Constraints

Assumptions:

- Resources (i.e. facilities, supplies, materials, and personnel) are available when expected/required.
- Manufacturing activities run without major complications and personnel is capable of completing their tasks in the expected timeframe and at the expected level of quality.
- Testing runs without major unexpected complications.
- No major change in scope is required.

Constraints:

- Time: Handover date is April 30, 2024.
- Scope: As per contract and tech. specifications document K559-2254-ME-SPE-003.
- Resources: Available production/testing facilities and skilled personnel.

Available Facilities

Production/Warehouse:

- Location: Lupinvej 5, Hobro, Denmark.
  - Current production capacity (limited by floor area) is for 2 full container solutions (incl. all sub-assemblies) simultaneously.

Testing:

- Location: Majsmarken 1, Hobro, Denmark.
  - Capability for full system testing.
  - Hydrogen delivered by trailer.

Calendar Workability

- Important holidays are considered as non-working days and taken into account in the project schedule:
  - Christmas Break
  - Easter
  - Public holidays in Denmark
- A normal 5-day working week was assumed for all onshore work.

Critical Path

The critical path is defined by and can be impacted by the following points:

- Build activities of 40 ft container
  - Activities must be done in great part sequentially due to the limited space inside the containers.
- Integration testing
  - Initial/primary testing is done directly in the production facilities (where there is no access to hydrogen or a load bank) for each sub-assembly.
  - Integration testing is then carried out with all the sub-assemblies combined and carried out entirely at Ballard's own testing facilities.

4. Project Resources

For executing this project, Ballard was allocated some dedicated resources for this project to be successful. The resource allocation is a part of the structure in Ballard to prevent delays due to lack of personnel. The allocation is requested by the project manager. The project manager can request from a list of generic resources. The internal department manager from Ballard then reviews the requested resources, and afterwards allocates the resource to the project manager hereby making an agreement on the availability of the resource. As part of the agreement, the project manager and department manager will convert the generic resource to a specific team member hereby making the project team. The selection of which team members, who is to be a part of the project team, is an evaluation of personal competences and already allocated hours to the individual person on different projects. This ensures that the team members are of the right quality and are available for the project to be executed. Additionally, this also prevents overallocation, which can over time trigger unexpected absence for a team member.

For this project the agreement for the generic resources is as follows:

Table 1. Overview of estimated resources for Phase 2.

Resource Name	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Project Manager	130	130	20	130	130	50	130	130	130	130	130	130	130	130	130	30	30	30	30	30
System Architect	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10					
Application Engineer	10	10	10	10	10	10	10	10	10	10	10	10	80	40	40					
Mechanical Engineer				40	40															
Electrical Engineer				40	40															
Software Engineer	20	20			40	40	40	50	50	20	20	20	20							
Production Technician					40	40	40	260	260	260	260	60	60							
Electrical Technician					10	10	10	130	130	130	130	60	60							
Test Engineer									20	40	60	60	130							
Documentation Engineer	20	20							40	40	40	40	40							
Supply Chain		10	10	10	10	10	10	10	10	10	10	10	10							

Note that this is only an estimation of the resource needed. The resource estimate will be reviewed once every month. This will be done internally in Ballard together with the department manager and the project managers for different projects in the department. At this review, the project managers can adjust their estimates. Adjustments will then have to go through the process of allocating/deallocating before having a new agreement. This will prevent loss of resources for projects which already have an agreement on the resources.

The project will also use external resources which are booked from either a different department within Ballard or from business partners in the field. The typical time from booking a resource to the resources starting to work will be around 14 days to a month depending on the business partner and requested time. The request of a resource from a different department within Ballard will be made by the project manager together with the department manager.

5. Project Budget

The total project budget for the design, build, delivery, and commissioning of the 1 MW containerized fuel cell solution for the BLPH project is EUR 4,067,004. The budget includes all costs associated with Phase 1 and Phase 2 of the project, including personnel, materials, and equipment, as specified in the contract.

The project budget is broken down as follows:

Table 2. Detailed breakdown of project budget.

	Description	Unit of Measurement	Quantity		Total
1	Stationary fuel cell system – AC solution	unit	1	€ 624,075	€ 624,075
2	Cooling	unit	1	€ 157,775	€ 157,775
3	FCwave™ - 200kW[4]	ea	6	€ 345,000	€ 2,070,000
4	Stationary fuel cell system 1,2 MW – Fuel cell power: - Integration of Fuel cell, power & heat management system - Skid/shelter/cover - Electrical/mechanical installation of Fuel Cells & related BOP - Safety system integration	unit	1	€ 991,018	€ 991,018
5	All Certificates required by the CONTRACT including offshore certification of Fuel Cell				included
6	Installation and Operation Manual				included

7	Packaging & Marking				included
8	Testing (All temporary and permanent testing)				included
9	Commissioning & Installation Spares	LOT	1	€ 35,136	€ 35,136
10	Final Documentation				included
11	Application engineering provided by Ballard's Application Engineers to support integration in phases 1 & 2. Includes Answering questions from the integration manual, interface control diagram and CAN matrix, Discussions and feedback on integration to other plant systems, FAT test results and, on/offshore support	LS			€ 80,000
12	Installation and/or start-up services incl. commissioning onshore and offshore	LS			€ 109,000
	FCA, Incoterms 2020, CONTRACTOR's Facility, Hobo, Denmark				€ 4,067,004

The above-mentioned budget is reflected in the project's payment schedule, which is broken down by milestones which is defined in the contract CW-I-WP4-2022-02 and is outlined below:

Table 3. Detailed breakdown of project milestones.

Milestone	Description	Documents	Issue Date	Amount
Phase 1 – Data Engineering Phase				
MS01	At contract signature	Signed contract, parental guarantee	January 2023	€ 81,340.02 (2%)
MS02	End of Phase 1	Phase 1 Completion Cert.	June 2023	€122,010.12 (3%)
MS03	Notice to Proceed	Signed NTP	June 2023	€ 203,350.20 (5%)
Phase 2 – Fabrication Activities				
MS04	Placement of POs for main components	Copies of unpriced POs	August 2023	€1,626,801.60 (40%)
MS05	Receipt of main components and start of manufacturing	Copies of material receipts with date of receival	December 2023	€813,400.80 (20%)
MS06	Satisfactory testing and plant ready for receipt EXW	Signed Handover Certificate	June 2024	€ 1,016,751.00 (25%)
MS07	Final documentation received	Code 1 achieved	August 2024	€ 203,350.20 (5%)

The Project Manager will monitor the budget throughout the project to ensure that costs are kept within the approved budget. The Project Manager will also report regularly to the Steering Committee (and where appropriate also to CrossWind Project Management) on budget status, any changes or issues, and recommendations for managing costs. Any significant changes to the budget will require approval firstly from the Steering Committee and finally by CrossWind Project Management by means of the Change Management process (to be agreed by CrossWind and Ballard).

6. Procurement

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7. Quality Management

The goal of the quality management plan is to ensure that the 1 MW containerized fuel cell solution is designed, built, delivered, and commissioned to meet the highest standards of quality. The quality management plan will be executed by the project team in accordance with the company's quality management policies and procedures.

Ballard's quality policy is centered on customer satisfaction, doing things right first time, and continuous improvement in pursuit of zero defects. To achieve that, reviews, measurements and control processes are put in place, such as KPIs, monthly management reviews (in the form of a Quality Council), internal audits, and external audits (e.g. customers, IATF 16949, ISO 9001).

External certifications:

- ISO 9001:2015 – Successful surveillance audit in November 2022
- ISO 14001 (environmental) – Planed certification in Q2 2023
- ISO 45001:2018 (occupational health & safety) – Planed certification in Q2 2023

To ensure quality on procured goods, a supplier management process is implemented. The supplier management process is composed of the following elements:

1. Supplier Qualification: Audits of potential suppliers are carried out before approval for Quality Systems and capabilities (e.g. QMS, Ethics, Conflict Minerals, Cybersecurity, etc.)
2. Supplier APQP and PPAP: Suppliers are assessed according to their Advanced Product Quality Planning (APQP) and Production Part Approval Process (PPAP) and how well these suit Ballard's internal maturity levels (concept, prototype). Furthermore, change management control is also implemented, and Incoming Inspections (FAI) are carried out to verify product and supplier information.
3. Supplier Scorecard: KPIs (such as OTD, NCRs, Cost of Quality) are continuously monitored in a Supplier Scorecard.

For the BLPH 1 MW containerized fuel cell solution, the following Quality Control Plan / Inspection Test Plan will be implemented:

Table 4. High-level Quality Control Plan / Inspection Test Plan.

Step No.	Inspection and Test Plan Activity		Reference Document	Acceptance Criteria	Verifying Document	Expected Completion Date	Actual Completion Date	Client Witnessing
FCwave™ 200 kW Fuel Cell Modules								
1	Goods received		Delivery note	Specification	ERP system DAX			
2	Incoming inspection		IQC control plan / Aiman	Specification	ERP system DAX			
3	Inline production control		Work instruction / Aiman	Specification	Aiman			
4	Birth certificate is issued		Standard birth certificate	Completed birth certificate	Birth certificate			
5	1.0 FAT 001 Pre-operational tests		FAT procedure / FAT report	Specification	FAT report	November 15, 2023		Review
6	2.0 FAT 001 SYS LVL function check		FAT procedure / FAT report	Specification	FAT report	November 30, 2023		Review
7	3.0 FAT 001 Post FAT check		FAT procedure / FAT report	Specification	FAT report	November 30, 2023		Review
8	Down pol curve		FAT procedure / FAT report	Specification	FAT report	November 30, 2023		Review
9	Certificate of performance (CoA)		FAT procedure / FAT report	Specification	CoA certificate	December 1, 2023		Review
1 MW Fuel Cell Power Container								
10	Goods received (container components)		Delivery note	Specification	1. ERP system DAX (internal) 2. Copy of materials receipt with receival date (to client)	December 15, 2023		Review / Approval [MS05]
11	Incoming inspection		IQC control plan	Specification	ERP system DAX	December 15, 2023		-
12	Container build control (Assembly Verification)		Work instruction	Specification	Aiman (tbc)	February 29, 2024		Review
13	Container birth certificate is issued		Standard birth certificate	Completed birth certificate	Birth certificate	April 1, 2024		-
14	Container FAT	*(Pre-operational Testing)*	FAT procedure / FAT report	Specification	FAT report	March 15, 2024		Review
		(Operational Testing)				April 22, 2024		Witness
15	Container certificate of performance (CoA)		FAT procedure / FAT report	Specification	CoA certificate	April 26, 2024		Review
16	Container ready for receipt Ex-Works		FAT procedure / FAT report	Specification	Signed HANDOVER CERTIFICATE	April 30, 2024		Approval [MS06]

CrossWind will carry out an inspection at Ballard's facilities in Hobro during Phase 2 of the project to verify items from sub-section L of the SDRL, which will also form part of the Manufacturing Data Report (MDR):

- L = Certification Data (Works Review): Material Test Certificates, Welder Performance Qualification Certificates, NDE Operator Qualification Certificates, Production Test Results, NDE Records, Material traceability Records/System, Calibration Certificates, Pressure Test Certificates, Dimensional Report, Routine Test Certificate – Electrical Equipment, Measurement of Resistance (Bus Bars), Purchasers Inspection Completion Notes/Waivers, Painting/Insulation Inspection Report, Certificate of Conformity

The Project Manager will be responsible for ensuring that the quality management plan is implemented and executed effectively. The Project Manager will also report regularly to the Steering Committee on quality status, any potential issues, and recommendations for improving quality. Any significant changes to the quality management plan will need to be approved by the Steering Committee.

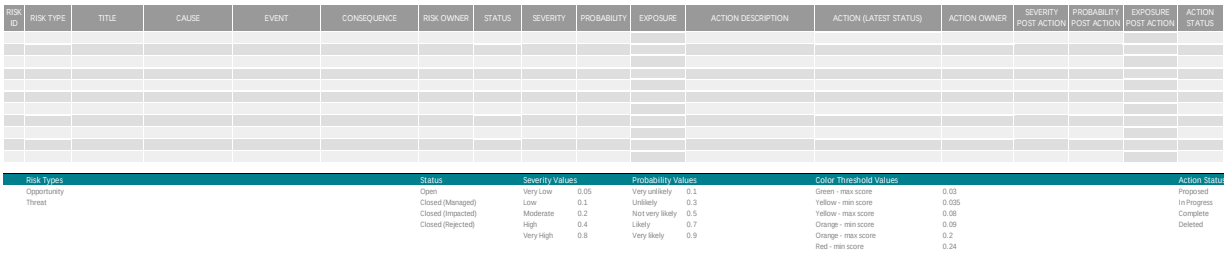
8. Risk Management

The project team will implement a risk management system used to identify, assess, and manage project risks throughout the project lifecycle. The goal of the risk management system is to minimize the impact of potential risks on the project's objectives, including schedule, budget, and quality/performance.

The risk management system will include the following elements:

1. Risk Identification: The project team will identify potential risks that could impact the project objectives. Risks will be identified through brainstorming sessions, review of project documents, and consultation with stakeholders.
2. Risk Assessment: The project team will assess the potential impact of each identified risk on the project objectives. Risks will be assessed based on their probability and severity of impact.
3. Risk Response Planning: The project team will define and implement risk response plans to mitigate potential risks. Risk response plans will be developed for each identified risk and will outline specific actions that will be taken to minimize the impact of the risk.
4. Risk Monitoring and Control: The project team will monitor and control identified risks throughout the project lifecycle. The Project Manager will be responsible for ensuring that the risk management plan is effectively implemented and that risk response plans are executed as needed.
5. Risk Reporting: The Project Manager will report regularly to the Steering Committee and CrossWind Project Management on the status of identified risks, any changes, and recommendations for managing risks. The Project Manager will also be responsible for ensuring that all project team members are aware of the identified risks and the risk response plans.
6. Contingency Planning: In case potential risks cannot be effectively mitigated through risk response plans, the project team will develop and implement contingency plans to address such risks.

The risk register used to document and track the above-mentioned elements is shown below:



RISK ID	RISK TYPE	TITLE	CAUSE	EVENT	CONSEQUENCE	RISK OWNER	STATUS	SEVERITY	PROBABILITY	EXPOSURE	ACTION DESCRIPTION	ACTION (LATEST STATUS)	ACTION OWNER	SEVERITY POST ACTION	PROBABILITY POST ACTION	EXPOSURE POST ACTION	ACTION STATUS

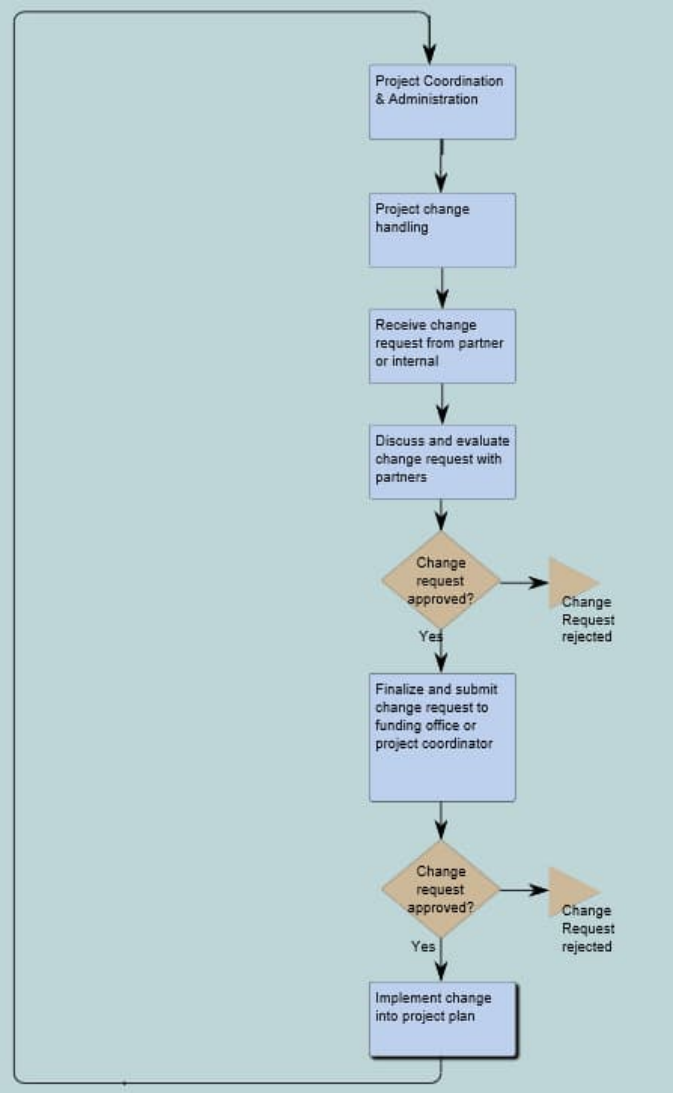
Risk Types	Status	Severity Values		Probability Values		Color Threshold Values		Action Status
Opportunity	Open	Very Low	0.05	Very unlikely	0.1	Green - max score	0.03	Proposed
Threat	Closed (Managed)	Low	0.1	Unlikely	0.3	Yellow - min score	0.035	In Progress
	Closed (Impacted)	Moderate	0.2	Not very likely	0.5	Yellow - max score	0.08	Complete
	Closed (Rejected)	High	0.4	Likely	0.7	Orange - min score	0.09	Deleted
		Very High	0.8	Very likely	0.9	Orange - max score	0.2	
						Red - min score	0.24	

Figure 4. Risk register template.

The Project Manager will be responsible for ensuring that the risk management system is implemented effectively and that risks are managed throughout the project lifecycle. Any significant changes to the risk management system will require approval from the Steering Committee and, if applicable, CrossWind Project Management.

9. Change Management

Gfsfsgfsfsgfs



10. Transport and Logistics

Dadafadfdaf

11. HSSE

Gfsfsgfsfsgfs

12. Project Closure

The project closure phase begins when all project objectives have been met and the project deliverables have been completed and accepted by CrossWind. The purpose of this phase is to ensure that the project is concluded in an organized and effective manner, and that all project documentation is properly archived for future reference.

The following activities will be performed during the project closure phase:

1. Final Deliverables: The project team will ensure that all project deliverables have been completed, accepted, and delivered to the stakeholders as per the project plan.
2. Contract Closure: The project team will ensure that all contracts related to the project have been closed, including final payments to contractors and suppliers.
3. Lessons Learned / Project Review: The project team will conduct a review of the project to evaluate its overall success and identify areas for improvement. The review will focus, among other things, on project objectives, schedule, budget, quality, and stakeholder satisfaction.
4. Project Closure Report: The project team will prepare a project closure report summarizing the project's results, including lessons learned, and providing recommendations for future projects.
5. Project Documentation: All project documentation, including project plans, reports, and records, will be adequately archived and stored for future reference according to company policy.
6. Project Hand-over to Customer Care: With the conclusion of Phases 1 and 2, the project will be handed over to the Customer Care Department, which will oversee Phase 3 of the project; service and support during demonstration period.

The Project Manager will be responsible for ensuring that all closure activities are performed in a timely and effective manner. The project closure phase will not be considered complete until all closure activities have been completed, and the project closure report has been approved by the Steering Committee.